

CONCORDIA UNIVERSITY

**DEPARTMENT OF MECHANICAL
AND INDUSTRIAL ENGINEERING**

OPERATIONS MANUAL

FALL 2008

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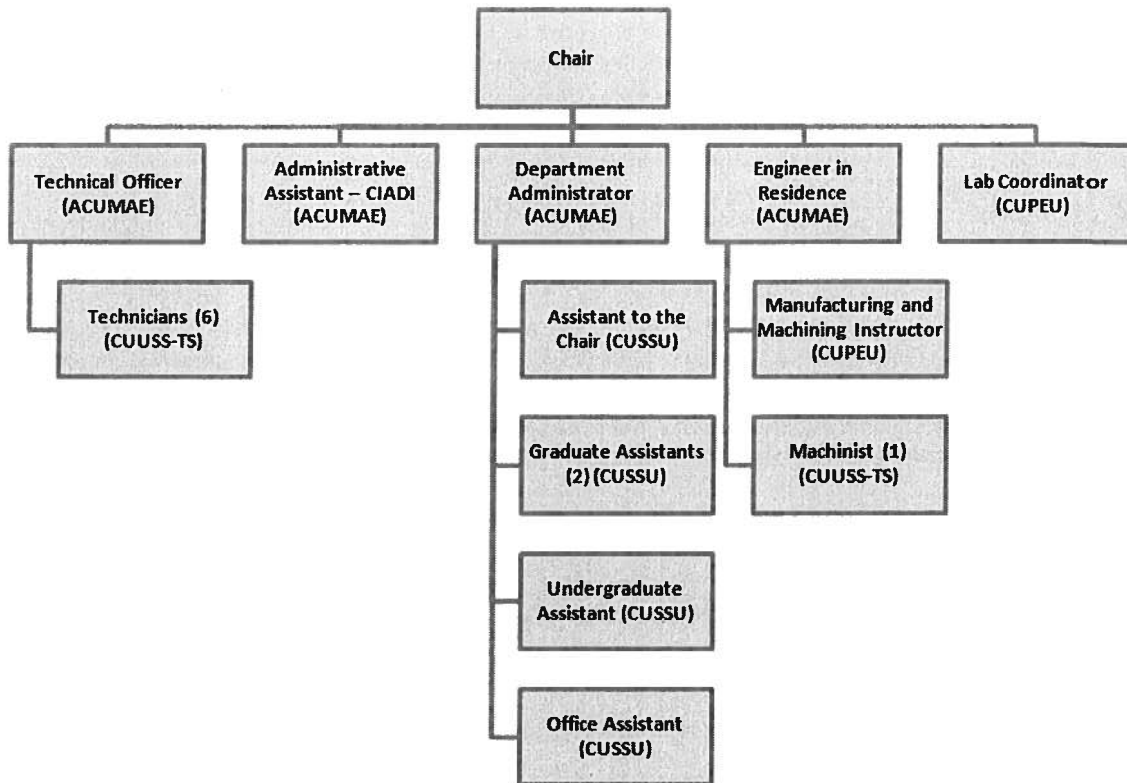
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EXECUTIVE SUMMARY

The Mechanical and Industrial Engineering department, headed by the Department Chair, is comprised of thirty seven full-time faculty members. Staff in the department consists of seven administrative members, as well as nine technical, and two professional members. Currently, the staff provide services to faculty members, as well as to 347 graduate students (PhD, MASc, MEng, and Graduate Certificate) and 1175 undergraduate students. The Concordia Institute of Aerospace Design and Innovation (CIADI) is also under MIE's umbrella. While technical and administrative staff work closely together to optimize service to faculty and students, this manual will deal solely with the administrative operations of the department.

It is the responsibility of the Department Administrator to ensure that services are effectively and efficiently rendered. The Department Administrator exercises considerable autonomy in making decisions in collaboration with the Department Chair, while drawing on university and faculty regulations, policies and procedures, as well as faculty and staff collective agreements to make decisions. The Department Administrator assists the Department Chair in the development of organizational objectives and continuously reviews and improves, if necessary, department procedures. The organizational chart that follows highlights the current reporting structure in the department.

MIE ORGANIZATIONAL CHART



JOB DESCRIPTIONS

Activities in the Department of Mechanical & Industrial engineering contribute to the learning, teaching, research and working experience of all faculty, students and staff. Principle activities and who is responsible for them are detailed in the administrative staff job descriptions that follow.

DEPARTMENT ADMINISTRATOR (MAUREEN THURINGER)

Reporting to the Department Chair, the Department Administrator's primary role is to continually improve operational effectiveness to meet the Faculty's and department's goals. The Department Administrator supervises non-academic personnel, manages the work of administrative projects, and facilitates special projects and public relations initiatives. The Department Administrator also works in close consultation with the Technical Officer and Engineer in Residence to ensure that administrative and technical issues are well managed.

The following are highlights of the Department Administrator's main responsibilities:

- Ensure effective operations of the department, including staffing, supervision, training and development. Assign work to and supervise all staff.
- Advise the Chair on operational matters, as well as assist the Chair with strategic planning and academic matters.
- Work with technical office and engineer in residence to deliver services in timely, efficient manner to faculty and students.
- Initiate, establish, and implement policies and procedures regarding non-academic staff.
- Prepare reports and correspondence on behalf of the Chair.
- Establish departmental policies in consultation with the Chair and others as appropriate.
- Interpret university and union policies as they pertain to procedures and practices within the department.
- Plan and reconcile budget, manage and approve expenses, purchasing.
- Recruitment (including events), develop promotional material, website.
- Management and planning of space, including teaching and research laboratories, office space, physical resources and access privileges.
- Manage special projects and events.
- Internal IT Systems: Banner, Millenium Fast, Grad-DB, FIS, SIMS, Card Access, Inventory

The Department Administrator works closely with all units in the Dean's Office, as well as with all levels of the university community, in particular: Facilities Management, Human Resources, Payroll, Financial Services, Accounts Payable, Purchasing Services, Marketing & Communications, Recruitment Office, Office of Research, Office of Provost, IITS, Security Department, Dean of Students Office. Deadlines are mainly budgetary ones, including research, purchasing, timesheets/payroll as well as collective agreements and all calendar deadlines.

ASSISTANT TO THE CHAIR (SOPHIE MERINEAU)

Administrative support to the Chair

- Provide administrative support to the Chair such as maintaining agenda, preparing reports, presentations and correspondence.
- Work on various projects such as accreditation, self appraisal, etc. as required.
- Coordinate and prepare faculty personnel dossiers (promotion, tenure, contract renewal) and performance evaluation.

(Work with Nella Fiorentino, ENCS Academic Personnel Administrator)

Coordination of academic workload with the unit

- Work with the Associate Chair to make sure that all the courses are assigned to instructors and incorporated into the Faculty Information System (FIS).

(Work with Donna Hum, Manager, ENCS Academic Affairs)

Part-Time courses

- Post courses by the deadlines (February 1, May 1 and October 1). Collect applications to give to PT Committee. Prepare PT contracts on FIS. Maintain files and database of part-time lecturers.
- Follow-up on deadlines from the CUFA and CUPFA agreements for course postings, recommendations for part-time teaching, course assignment postings, etc.

Notice of Hires

- Process notices of hire, change, termination and graduate studies bursary forms (graduate students, PDF, research assistants/associates, visiting scientists, etc.) for all faculty members. Respond to questions from students and faculty members.

(Work with Georgia Michalakopoulos, ENCS Research Officer)

Teaching Assistants

- Prepare and revise list for Dr. P. Tzenov, Lab Coordinator, of courses offered 3/year. Prepare TA contracts in May, September and January on FIS. Also make sure that students have taken the COPTTA test or get a list from Dr. Tzenov as to who should take the test. Prepare the vouchers for the students. Update COPTTA data on FIS.

Textbook Orders

- Send out requests for textbooks for Faculty members. Order them on-line and request desktop copies from various publisher representatives as required by the instructors.

Faculty Recruitment

- Organize interviews with the DPC and Search Committee. Reserve hotel for candidates, prepare agendas and seminar announcements, and send out letters for referees. Prepare dossier for Dean once decision has been made.

General tasks done on a daily, weekly or monthly basis

- Collect course outlines for all courses given each semester (Summer, Fall, Winter).
- Process and follow-up on student academic re-evaluations.
- Classroom and conference room bookings.

- Update the department's website for the part-time course offerings and the Iron Ring Ceremony. Process expense claims, purchase requisitions, etc. for faculty. (*Work with Caroline Clayton and Josie Frazzetto, Budget Assistants*)
- Process documents as needed for the DPC and DTC.
- Prepare seminar announcements for faculty and reserve hotel for guest speakers.
- Contact person for the Iron Ring Ceremony and ring replacements for engineers.

Databases used

- Update and maintain various databases including the Faculty Information System (FIS) for faculty, staff, visitor information as needed for new members, retirements, resignations, contract renewals, etc.
- Maintain the Faculty Course Management System (FCMS) at least 3 times a year. Input instructors to their assigned courses and add in the various levels of authorization. Follow-up progress to make sure that grades are in on time. Send out reminders as needed. Must also assign course evaluations to all instructors 3 times a year so the students can do their course evaluations on-line. The course evaluations are then printed out.
- Also use SIS and SIMS on a regular basis.

UNDERGRADUATE PROGRAM ASSISTANT (SABRINA POIRIER)

- Advise prospective and current students regarding programs, courses, and policies. Work with the Undergraduate Program Director (UGPD) for this task. (Daily)
- Assist with registration at the beginning of each semester (Fall and Winter). Work with Student Academic Services as well as all other Program Assistants during this period.
- Prepare and submit documentation for the Curriculum Tracking System (Undergraduate). Work with the UGPD (Twice yearly).
- Liaise with the examinations office for finals, deferrals, and supplemental exams. Consult with faculty members. At the beginning of each semester we have to fill out a questionnaire about who needs an exam scheduled and any special requests along with making sure all exams from the previous sessions have been picked up and all grades are in. At the end of each semester grade sheets for deferred exams, supplemental exams, and medical replacements need to be sorted and distributed and the exams office often needs alternate exams or other special requests solved quickly.
- Coordinate our ENGR 411 Technical Reports. Ensure the students submit a topic for approval early on in the semester, register for the course, and turn in their papers on time (last day of classes each term). Assign faculty members to grade the reports and submit the final grades to GSU. Work with the Undergraduate Program Director as well as GSU on this task.
- Oversee the Mechanical Engineering Option Selections. Make sure the students submit their requests on time, verify eligibility, and submit information to Student Academic Services to make the appropriate changes to their programs. This is done March 1st to 31st of each year.
- Provide information to faculty members as required regarding student regulations and issues.
- Update the department website, in consultation with the Department Administrator, the Chair, or the other Program Assistants, as required.
- Provide other administrative support as assigned by the Department Administrator.

Guidelines and regulations followed

All guidelines and regulations followed are outlined in the Undergraduate Calendar, provided by Student Academic Services/Exams Office/GSU, or assigned by the department.

Interactions with the Dean's Office

Work with Student Academic services on a regular basis for student requests, questions from prospective and current students, readmission, registration, course planning (waiting lists, scheduling, etc...), problems with potential graduates (as needed by Marcelle each semester), and any other issues that may arise. Work mainly with Sonia, Sandra, Betty, Sal, Marcelle, Angie, Iliada and Mona, as well as the Dean's Office front desk.

GRADUATE PROGRAM ASSISTANT – PHD. (LESLIE HOSEIN)

Multi Program: *Timeframe - Continuous throughout year*

- Student advising (course selection, issue resolution, information sourcing, etc.)
- Student registration (including inter-university registration via CREPUQ)
- Student requests (course substitutions, grade review, status review, etc.)
- Student file audit for graduation
- Status tracking of student progress

Aerospace Graduate Program: *Timeframe - Continuous throughout year*

- Case study – instructor liaising, student advising
- Stager placement – proposal coordination (student, CAMAQ), Director approval coordination
- Student admissions – admissions coordination from SIMS (Program Director, ENCS admissions)
- “Student in poor standing” control – School of Graduate Studies liaising, student advising

PhD Graduate Program

- Written Comprehensive Exam:
Timeframe: 2.5 months 3 times annually (September, January, May)
Notice preparation and distribution to students and Faculty, coordinate selection of Faculty examiners, brief Faculty examiner, written examination question sourcing, question review with Departmental Graduate Studies Committee (DGSC), examination day coordination and execution, coordinate review and grading of student responses, grade collection and synthesis from all Faculty reviewers, assembly of DGSC for formal student review and approval (written portion), student advising of standing, recording of student progress in graduate database.
- Oral Comprehensive Exam:
Timeframe: 1.5 months 3 times annually - held after written exam
Schedule exam (student supervisor, committee members), sourcing of exam Chair, coordinate examination day activities, advise all relevant parties of examination results

(Associate Dean Graduate Studies, ENCS, Student), record student progress in graduate database.

- PhD Research Proposal:

Timeframe: Anytime 6 months after successful oral examination

Notice preparation and distribution (students, Faculty), schedule exam with student supervisor and committee members, source exam Chair, coordinate examination day activities, advise all relevant parties of examination results (Associate Dean Graduate Studies, ENCS, student), record student progress in graduate database.

- PhD Thesis:

Timeframe: Continuous throughout year

Coordinate application proposals, source approvals (GPD, Associate Dean ENCS), thesis distribution amongst committee members, post examination documentation dissemination for approval (Dean, GPD, Supervisor, Chair), final result notification (Office of registrar, Graduate Studies), record student progress in graduate database.

- Awards(approximately 13):

Timeframe: Continuous throughout year - See Appendix 1 for details and deadlines

- Notice preparation and distribution to students, compile student applications, synthesize application summary for selection committee (DGSC Graduate Awards Sub-Committee), coordinate nominee selection(s) with committee, write justification for departmental candidate(s), approval sourcing (GPD, Chair), selected application(s) given to applicable group for intra-departmental review/formal selection

Other PhD Program Associated Responsibilities:

- Seminar organization – Site management **(Sept)**
- Teaching funding coordination (Fellowship) – Prepare and organise applications, source approvals (Faculty GPD, Chair). Forward completed applications to ENCS research officer for formal submission **(Sept, Jan)**
- SRT funding coordination – Source information from Faculty members, liaise with ENCS research officer **(Sept, Jan, May)**
- PhD Progress Reports – Prepare and organize, source approval from GPD **(July)**
- Alumni listing kept current for above programs **(Continuous)**

Capstone Design & Awards Ceremony: *Timeframe - Annually (April)*

- Prepare and organize awards ceremony **(Feb)**
- Source award funding (Faculty, Department, Financial Aid & Awards) **(Mar)**
- Site management: poster session, room booking, etc... **(Mar, Apr)**
- Liaise with department, student associations, Capstone coordinators for awardees **(Apr)**
- Disseminate information: Invite Dean, donors, emeritus faculty, MIE faculty, staff, students, guests etc...) **(Mar, Apr)**
- Award funding coordination: Source approvals (Department Administrator, Chair), liaise with ENCS budget officer **(Apr)**

**GRADUATE PROGRAM ASSISTANT – MASC, M.ENG, GRAD CERTIFICATE
(CHARLENE WALD)**

Daily:

- Provide information and advising by telephone, in person and by email to current and potential graduate students, as well as to staff, faculty and the general public and redirect inquiries as needed (using SIMS).
- Prepare documents, forms, correspondence and reports regarding graduate program information and registration.
- Work closely with GPD to establish clear written guidelines and procedures
- Manage and maintain department records for the Master's programs, including student files and the ENCS database. Monitor and respond to admission confirmations and requests in the Graduate Program email accounts. Generate statistics as required and as available (using Grad DB).
- Initiate student requests and advise students and faculty on regulations and procedures governing the requests. SRF sent to GPD with justification for signature. Problem-solving involved in SRF. Working with SGS using Student Request Forms.
- Monitor M.Eng., MASc and Graduate Certificate programs for all current students until graduation (using SIMS).
- Monitor academic progress of Master and Grad Certificate students who have received grades of C and/or F. Registration blocks, time limit extensions. Recommends to SGS with justification whether these students should be permitted to continue in the program or not. Problem Solving involved in justification. Work with SGS using SIMS.
- Facilitate and schedule MASc Thesis defences, final thesis submission and grade report submission. Work with the Dean's Office, using SIMS.

Beginning of terms:

- Process program transfers, deferrals of admission. Work with SAS, using SIMS.
- Registers all Master's and Grad. Certificate students in MIE. Ensures program requirements are being met. Advise current students on course selection, academic regulations and procedures. Provide information and guidance to new students (using ZIRCON and SIMS).
- Manage the CREPUQ website for Master's students, approve courses for students at host and home institutions (using CREPUQ).

Annually:

- Coordinate new electronic Progress Reports for MASc students. Work with SGS, using STUDENT REQUEST FORMS.
- Review the Potential Graduate list for MEng, MASc and Grad Certificate students to ensure that students have met the criteria for graduation. Follow-up on grade submissions, initiate student requests if necessary. Twice a year, work with Office of the Registrar and SGS, using SIMS.
- Curriculum – Provottracking - Responsible for submission of dossiers - updating new courses, slot courses, changes in the program as outlined by the GPD. Work with the Dean's Office, using PROVO-TRACKING.
- Responsible for proofreading and preparing all submissions for the Graduate Calendar and various information documents pertaining to the graduate program. Work with SGS.

- Responsible for ensuring that the thesis student supervision information in the Graduate Database is up-to-date. Each term, the Budget Reports must be signed and approved by the supervisors and Graduate Program Directors in order to receive the SRT funding from the Dean's (ENCS budget) office (using the Grad DB).
- Responsible for updating the Graduate Program on the web (as needed).

Interactions with Dean's Office

- SAS: Agi Csordas and Dalia Radwan – Applicants, Admissions and Program Transfers; Mona Himmo - Registration and Scheduling; Illiada Athienitis – Curriculum and Statistics; Veronica Jacobo - Grade Sheets
- Research Accounts: Georgia Michalakopoulos - Budget Reports and SRT Funding
- Office of the Dean: Lori Feng and Gail Morrissey - Submission of MASc Thesis for Signature. Room Bookings.

OFFICE ASSISTANT (ARLENE ZIMMERMAN)

- Receive and redirect visitors and students in person and on the phone
- Order office supplies
- Distribute mail, packages, correspondence
- Post information for faculty, staff and students
- Maintain office and reception area
- Maintain confidentiality of documents containing confidential information
- Compile and edit Department Annual Report
- Assist with special projects
- Perform other administrative tasks as requested by the Department Administrator
- In Dean's Office, interact mainly with front desk personnel

CIADI

The objectives of the Concordia Institute of Aerospace Design and Innovation, "CIADI", are to promote awareness and provide leading edge know-how among engineering students in aerospace design and innovation. CIADI's approach is multi-disciplinary in nature and its efforts are focused on ever evolving aerospace technologies. CIADI, part of the Faculty of Engineering and Computer Science and the Department of Mechanical and Industrial Engineering, provides an excellent training opportunity for students seeking a career in the aerospace industry. In order to enhance and compliment the education of undergraduate students, the Institute conducts collaborative industry driven design and research projects of 500 to 1000 hours per year. CIADI provides a true aerospace industry multi-disciplinary environment including state-of-the-art interactive computer facilities. The Institute is an excellent learning opportunity for undergraduate students to get to know the aerospace industry through organized visits and tours to its industrial partners. In order to address the industry needs, focused training is provided through short courses such as aircraft, helicopter and engine design, CATIA, MATLAB, etc. CIADI has over twenty partners where students are paid to work on practical industry projects. CIADI is administered by a Director (Dr. Marius Paraschivoiu), Associate Director (Dr. Nadia Bhuiyan) and Administrative Assistant to the Directors (Jayne Claassen).

FUTURE CHALLENGES AND AREAS FOR IMPROVEMENT

Graduate

- On-line registration needed
- There are inconsistencies among the engineering departments with respect to position grades in the graduate program. Some departments have an advisor and an assistant, while MIE has two assistants. Whereas they are responsible for advising students and do so, they are classified at a significantly lower grade, CUSSU grade 8. Some of the other departments have people doing the same job, yet are classified as CUPEU grade 9, 10 or 11. Also, these same positions in the Dean's Office are classified one grade higher than in the departments. This situation is inequitable and contributes to low employee morale, etc. and has been brought up several times by the DAs but has never been addressed.
- Graduate Program - how changes to rules and regulations, personnel, etc. are communicated needs to be addressed. All pertinent information should be systematically disseminated to program advisors/assistants as well as DAs.
- Regular meetings between department program staff and SAS, SGS and GSST (registrar) at least twice a year.
- Regular correspondence/communication between the above groups regarding any changes to rules and regulations, procedures, etc., including personnel changes, to ensure that relevant information is passed on.

Undergraduate

- Planning and follow-up meetings regarding orientation, registration and other events. Participants should include undergraduate program assistants, DAs, and SAS.

General

- Faculty Strategic Plan, short and long term, needs to be clearly communicated to DAs so that we may manage what actions need to be taken in the department in order to achieve faculty/university objectives. How this plan pertains to the departments is also needed so that DAs can prepare, motivate and train support staff to achieve goals most effectively. Further, staff is not used to its potential in terms of planning. Staff members should be included on faculty wide committees (e.g. space/building committee, recruitment, strategic planning sessions).
- Recruitment – it is desirable to have a staff person from the department recruitment committee on the faculty recruitment committee to ensure a continuous effort is made in collaboration with the university's recruitment and marketing and communications offices so that efforts are pooled, reinforced and effective, not repeated or unsuccessful.
- Facilities Management - facility and infrastructure issues include timeframe for receiving estimates for work orders, renovations, etc. particularly for research laboratories, is extremely lengthy and costs seem excessive for work done by in-house tradespeople (plumbing,

electrical, etc.). This creates delays for researchers which have a domino effect on their research. Labs do not get set up in a timely manner, equipment stays in boxes for extended periods of time, grants could be revoked if research is not done within time frame specified, warranties on equipment may expire, etc. ENCS needs to meet with facilities management to better understand their processes and devise ways to improve the service we receive from them.

- Staff – more opportunities for professional development/training is desirable. Development of faculty/department policy on this subject, including a specified budget allocation is needed.
- Internal Information Systems/Central Web-Based Database in which professors could continually submit updates of their data (e.g. papers submitted, research grants awarded, publications of journals & conferences, students' theses defended, PDFs/visiting scientists, awards, etc.). This database could then be used to automatically generate reports, etc. in a standard format. The department is constantly asked by professors how they can avoid sending in the same information over and over, for different purposes. If all of this pertinent information was in a database that could be queried as required for different purposes, forms could be standardized as much as possible, reducing the need for faculty members to constantly fill in forms and eliminating an enormous irritant and time consumer.
- Liaising with SAS, there needs to be regular training sessions, including follow-up sessions to evaluate effectiveness and identify areas for improvement. All staff should be involved. This is critical to maintaining the contact and communication between the departments so that staff has current and updated knowledge of policies and regulations.
- Include AITS in administrative meetings at least twice yearly to ensure that policies, roles, etc. are clear.
- Central on-line location where faculty and staff can find policies and procedures.

APPENDIX 1

Graduate Awards Deadlines

2008-2009

Coordinated by Leslie Hosein, Graduate Program Assistant

- Graduate Fellowship:
 - Deadline to MIE: December 15,
 - Deadline to School of Graduate Studies (SGS), January 18, 2009
- Graduate Fellowships and Awards Spring Competition:
 - Deadline to MIE: April 10,
 - Deadline to SGS April 17
- Bourse d'Hydro Quebec:
 - Deadline to MIE: April 23,
 - Deadline to ENCS May 1
- Convocations Prizes:
 - Deadline to MIE: April 7,
 - Deadline to ENCS: April 28
- Governor General's Gold Medal:
 - Deadline to MIE: June 6,
 - Deadline to ENCS: June 17
- PBEEC Quebec Merit for International Students:
 - Deadline to MIE: July 21,
 - Deadline to SGS: Aug 15
- ENCS Graduate Scholarship:
 - Deadline to MIE: Aug 28,
 - Deadline to ENCS Sept 24
- CAE Graduate Scholarship:
 - Deadline to MIE: Aug 28,
 - Deadline to ENCS Sept 8
- Arbour Foundation Scholarship:
 - Deadline to MIE: Aug 18,
 - Deadline to SGS Aug 21
- Retired Faculty Scholarship:
 - Deadline to MIE: Sept 22,
 - Deadline to ENCS Sept 30
- NSERC (Doctoral and Masters):
 - Deadline to MIE: October 10,
 - Deadline to SGS October 17
- NSERC Vanier Scholarship:
 - Deadline to MIE: Oct 20,
 - Deadline to SGS Oct 24